BC Games Society

2017/18 – 2019/20 SERVICE PLAN

February 2017

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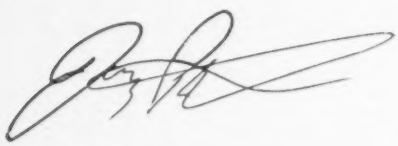
Accountability Statement

The *2017/18 - 2019/20 BC Games Society Service Plan* was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the B.C. Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of January 26, 2017 have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles and BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the BC Games Society's operating environment, forecast conditions, risk assessment, and past performance.



Jamey Paterson
Board Chair, BC Games Society

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Strategic Direction and Context

Strategic Direction

Established in 1977 by the BC Government under the *Societies Act*, the BC Games Society (the Society) oversees the BC Winter and BC Summer Games and Team BC's[1] involvement in national multi-sport games. These games provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event. In accordance with the 2017/18 Mandate Letter, the Society will support government priorities such as the *BC Jobs Plan* including tourism and economic development, *Accessibility 2024*, promoting Aboriginal youth excellence through participation and leadership in Games, and implementing policies for a positive, safe, and ethical sport environment. In alignment with the Mandate Letter and additional government direction, the Society will also provide guidance and expertise to host societies to help them organize and deliver the Vernon and Area 2017 55+ BC Games, the Kamloops 2018 BC Winter Games, and the Cowichan 2018 BC Summer Games. The Society will also help the Coquitlam 2016 55+ BC Games, the Penticton 2016 BC Winter Games, and the Abbotsford 2016 BC Summer Games host societies to wind down their operations. While those events and activities will be a priority for fiscal 2017/18, staff will also engage in preparations for the 2020 BC Winter Games and 2020 BC Summer Games (communities to be announced). Planning related to Team BC's preparedness for the Winnipeg 2017 Canada Summer Games will be at full strength during this period, while initial planning for Red Deer 2019 Canada Winter Games will begin.

The Taxpayer Accountability Principles (TAP) continue to be a lens through which the Society conducts its operations. These principles have been fully integrated into the mandate letter deliverables, service plan goals and strategies to ensure the Society is delivering a "value for money" service.

Operating Environment

The Society continues to operate at maximum staff capacity, recognizing that each BC Games delivered in communities across the province require a level of effort akin to starting up a new company. The Society's success is due to its committed, knowledgeable staff of ten and to the use of a transfer of knowledge regime which is the benchmark for multi-sport games success in Canada.[2]

The Society and the BC Seniors Games Society (BCSGS) mutually agreed to transfer event management services for the 55+ BC Games to BCSGS effective October 31, 2017. This agreement will result in improved alignment of Society resources to its core mandate respecting games delivery, and reflect the BCSGS's interest in assuming responsibility for all aspects of managing the 55+ BC Games (beginning with the 2018 Cranbrook/Kimberley games). To facilitate a smooth transition with minimal impact on host communities and participants, both societies are working closely together on transition and knowledge transfer (e.g. training BCSGS staff on guidelines, use of software).

The Society's role with Team BC has been one of great opportunity and discovery. Significant economies of scale have resulted from bringing BC Games processes, resources (e.g. technology, administration and staff expertise) and partnerships to the Team BC program, while at the same time, providing mission staff with clear direction through the provision of written and online resources.

[1] Athletes, coaches and Mission staff which represent B.C. at Canada Games.
[2] Based on input from and consultations with other provincial and national games organizers.

Performance Plan

Goals, Strategies, Performance Measures and Targets

Intrinsic to the Society's core business is a commitment to further both the sport system and government's goals and objectives, particularly with respect to healthy living; safe, positive and ethical sport; the *BC Jobs Plan;* economic and community development; and *Accessibility 2024* (the ten-year action plan to improve accessibility for people with disabilities) . Through partnerships with provincial/disability sport organizations and the Aboriginal Sports, Recreation and Physical Activity Partners Council, BC Games contributes to increased sport participation, particularly for those populations typically under-represented in sport such as persons with a disability, Aboriginal and multicultural populations. These partnerships help the Society to support the Ministry's strategic direction including the *Sport, Arts and Culture Event Hosting Program* and initiatives supporting sport participation and excellence. The development and implementation of coaching and officiating standards for BC Games and Team BC competitions raises the level of competence and quality of coaching and technical support in communities throughout B.C. As well, the Society continues to promote the Canadian Sport for Life[3] model by aligning the Games with the model's Learn to Train / Train to Train stage of athlete development, thereby helping B.C. athletes and coaches move from one level of competition to another. This is measured by tracking the progression of BC Games alumni onto provincial and national teams.

Multi-sport events enhance community development, and bring important games-related economic spin-offs through increased tourist spending, and product and service supply opportunities, which can also translate to significant ongoing economic legacies to host communities. These events also provide significant training and leadership opportunities to volunteers, including the development of important job skills in areas such as administration, event organization and team work, enhancing a community's capacity to bid for and host future major events, and providing invaluable and transferable experience to the individuals involved in delivering the event.

The host communities' BC Games legacy funds (operating surpluses) and event-hosting experience also provide lasting benefits in terms of new sport programs and equipment; improved accessibility in sport and hospitality venues; and economic spinoffs as BC Games participants and families make return visits.

Goal 1: Effective Management of BC Winter Games, BC Summer Games and Team BC

In partnership with the Kamloops 2018 BC Winter Games Society, the Cowichan 2018 BC Summer Games Society, and the 2020 BC Winter Games Society, the Society will plan, prepare for and deliver quality multi-sport events for the benefit of participants, volunteers, partners, and host communities. Through an agreement with the BCSGS, the Society will also provide effective event management services to the 55+ BC Games host society for the Vernon and Area 2017 55+ BC Games while assisting the BCSGS as it takes over event management responsibilities effective October 31, 2017.

[3] The Canadian Sport for Life model is an approach taken by federal, provincial and territorial jurisdictions in Canada to encourage lifelong participation in sport at all abilities and interests.

The Society will continue to oversee Team BC operations in a cost-effective and efficient manner, in accordance with Taxpayer Accountability Principles. Effective and efficient operations also contribute to Team BC's success at the Canada Games and put B.C. athletes and coaches on paths to higher levels of competition.

Strategies

- Provide concise written and online materials to support volunteers in delivering quality BC Games. While no specific performance measures are included for staff support, the effectiveness and use of these materials are enhanced by their ongoing review and updates, and by the mentorship they provide to key volunteers in host communities.
- Develop or enhance standards and policies in areas such as coaches and officials' certification level requirements, core sport and athlete selection criteria, and safety standards, for implementation in games delivery. This work will not only raise the standard of event delivery, but also build these resources in communities that send teams to the BC Games.
- Provide provincial sport organizations'[4] athletes with opportunities to train for and compete in a multi-sport event. This helps in athletes' long-term development, as such participation often leads to provincial team (Team BC) participation and the opportunity to compete at multi-sport competitions such as the Canada Summer Games and the Canada Winter Games. BC Games alumni make up a significant percentage of teams competing at national and international competitions. It also contributes to the Society's mandate to provide opportunities for athlete development through multisport events.
- Provide guidelines and event management expertise to help ensure financial legacies for BC Summer and BC Winter Games.
- Identify support and cost savings for the Team BC program through existing BC Games Society processes, policies, and partnerships.

Performance Measure 1: BC Games' resources meets the needs of volunteers

Performance Measure	2015/16 Actual (2016 BC Winter Games)	2016/17 Forecast (2016 BC Summer Games)	2017/18 Target (2018 BC Winter Games)	2018/19 Target (2018 BC Summer Games)	2019/20 Target (2020 BC Winter Games)
Volunteer satisfaction with online resource materials	97% satisfaction	86% satisfaction	85% satisfaction	85% satisfaction	85% satisfaction

Data Source: Based on volunteer survey using online Survey Monkey tool following each set of Games.

Discussion

Providing volunteers with the knowledge and resources to prepare for and deliver large events is key to successful BC Games and to building community capacity to bid for and host future events. This performance measure ensures that volunteers feel they have been provided with useful information and support to help them develop the skills, confidence, and competencies required to perform their tasks. As each set of games involves different groups of volunteers which makes incremental improvements and comparative measurement challenging, this performance measure target is the same from year to year.

[4] Self-governing organizations which provide member services and sport technical expertise to the sector.

Performance Measure 2: Coaches meet certification requirements

Performance Measure	2015/16 Actual (2016 BC Winter Games)	2016/17 Forecast (2016 BC Summer Games)	2017/18 Target (2018 BC Winter Games)	2018/19 Target (2018 BC Summer Games)	2019/20 Target (2020 BC Winter Games)
Head coaches[5] are National Coaching Certification Program Competition Development certified	96% certified	94% certified	80% certified	85% certified	80% certified

Data Source: Information provided by provincial sport organizations and Coaching Association of Canada.

Discussion

The Society works with provincial sport organizations to set coaching certification levels that are consistent with the Canadian Sport for Life long-term athlete development model, which matches athlete and coach development to stages of growth from one level of competition to another. The National Coaching Certification Program Competition Development level[6] is the base standard for BC Games head coaches with allowances made to fit each sport. Setting coaching certification levels not only contributes to raising the standard of the competitive experience for athletes participating at BC Games, but also provides various communities across B.C. with a legacy of competent, trained coaches. The higher target for the BC Summer Games reflects the fact that they have more team sports and each team has a large coaching complement. The 2015/16 certification level exceeded targets set for BC Winter Games. As with other jurisdictions, there is turnover or movement in coaching at various levels of sport competition in communities across B.C. The 2017/18 to 2019/20 targets are consistent for each set of summer or winter games to recognize a new cohort of coaches progressing to BC Games competitions.

Performance Measure 3: BC Games alumni on Team BC

Performance Measure	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of BC Games alumni on Team BC (Canada Games and Western Canada Summer Games)[7]	44% of Team BC 2015 Western Canada Summer Games were BC Games alumni	No Games	50% of Team BC 2017 Canada Summer Games are BC Games alumni	50% of Team BC 2019 Canada Winter Games are BC Games alumni	No Games

Data Source: Comparison of Team BC registered athletes to BC Games past athlete data.

Discussion

Often the first multi-sport games experience for B.C. athletes and coaches, the BC Games are an important pathway to higher levels of competition. The percentage of alumni on Team BC – the provincial team competing at Canada Games – indicates this progression. The targets for this measure are based on the cycles of these games (BC Games are held every two years; Canada Games every four years). Because of this, not all BC Games athletes will meet Canada Games age-eligibility criteria.

[5] Only the head coach is required to meet BC Games certification standards.
[6] Formerly NCCP Level 2.
[7] As of May 2016, British Columbia is no longer participating in the Western Canada Summer Games.

Performance Measure 4: BC Games legacies

Performance Measure	2015/16 Actual (2016 BC Winter Games)	2016/17 Forecast (2016 BC Summer Games)	2017/18 Target (2018 BC Winter Games)	2018/19 Target (2018 BC Summer Games)	2019/20 Target (2020 BC Winter Games)
Legacies include: # of volunteers	1,923 volunteers	2,646 volunteers	2,300 volunteers	3,100 volunteers	2,300 volunteers
$ from Games' operating budget invested to deliver the sport competitions at the Games (e.g. for equipment such as soccer balls, scoreboards)	$70,321 to sport	$70,000 to sport	$60,000 to sport	$80,000 to sport	$60,000 to sport
$ financial legacy (surplus from operating budget that is invested in post-Games' sport development and infrastructure)	$73,600 legacy[8]	$120,000 legacy	$65,000 legacy	$75,000 legacy	$65,000 legacy

Data Source: Volunteer figures from ViewTEAM software/financials obtained from audited financial statements for each community.

Discussion

The BC Winter Games and BC Summer Games take place on alternating fiscal years, and vary in terms of size and scope, as measured by numbers of participants and volunteers, and assigned budgets). Accordingly, the legacies of the BC Winter Games vary from those of the BC Summer Games. Having a financial legacy contributes to increased capacity for communities to stage subsequent events, to new job skills for trained volunteers, and to the creation of new or enhanced sport opportunities. The 2016/17 – 2018/19 Service Plan reported different target amounts for the 2016/17 forecast (in table above): 3,100 for volunteers and $80,000 for financial legacy. These variances are the results of the 2016 BC Summer Games host society being better able to identify volunteer needs and legacy plans as they got closer to delivering the Games.

Goal 2: Entrepreneurial Activities to Support Financial Sustainability and Program Enhancement

The Society will encourage fiscal sustainability and the enhancement of the BC Games by increasing the level of non-government financial and in-kind support for the delivery of the BC Summer and BC Winter Games, as well as to communities hosting these events.

Recognizing the importance of leveraging government's investment in the BC Games, the Society continues to maintain and recruit corporate partners to support its activities. The Society's renewal with Global BC has resulted in a 50 per cent cost savings associated with the initial partnership. Renewals with existing partners continue to provide approximately $500,000 of cash and value-in-kind to the Society, which offsets or enhances its expenditures. The Society expects to generate one or two additional key partnerships over the term of this plan, and thus continue to leverage government's investment. In addition, BC Games applied a modest increase in athlete registration fees from $150 to $175 in 2015/16. This reflects the first increase since 2008 and provides additional revenue toward Society operations.

[8] This figure has changed from that reported in the 2015/16 annual report as per the final Penticton Host Society audited financial statements (completed December 2016).

Strategies

- Establish new, and maintain existing, corporate partners through the thorough delivery of contractual obligations and ongoing efforts to recruit and maintain corporate partners.
- Provide renewed supportive documentation and provide expertise to host societies to recruit and develop local cash and value-in-kind support.

Performance Measure 5: Corporate partners providing cash / in-kind services

Performance Measure	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Jazz Aviation (Cash discount on charter air fare)	1st year of two-year agreement 5% off charter costs $6,443 value	Complete two-year agreement 5% off charter costs	1st year of two-year agreement 5% off charter costs	2nd year of two-year agreement 5% off charter costs	1st year of renewed two-year agreement 5% off charter costs
Global BC 4 year agreement cycle (ad value-in-kind)	1st year $66,618 value[9]	2nd year $60,000 value	3rd year $60,000 value	4th year $60,000 value	1st year $60,000 value
Black Press 4 year agreement cycle (ad value-in-kind)	1st year $133,669 value	2nd year $150,000 value	3rd year $150,000 value	4th year $150,000 value	1st year $150,000 value
Coast Capital Savings 3 year agreement cycle	2nd year $60,000 value	3rd year $60,000 value	1st year (Value TBD)10	2nd year (Value TBD)	3rd year (Value TBD)

Data Source: values determined through contract and/or partner supplied values.

Performance Measure 6: Cash and value in-kind support from local government and businesses

Performance Measure	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Cash and value in-kind (VIK) generated by host societies	$66,390 cash $326,549 VIK	$118,000 cash $450,000 VIK	$40,000 cash $300,000 VIK	$60,000 cash $500,000 VIK	$40,000 cash $300,000 VIK

Data Source: host community audited statements.

Discussion

Cash and in-kind contributions from corporate partnerships (performance measure 5) and local governments and businesses (performance measure 6) help to offset expenditures and supplement host society budgets. These two performance measures ensure that BC Games are delivered in a fiscally-responsible manner, and that high standards for event management and legacy development are maintained.

Global BC no longer includes estimated value of editorial contents in its value-in-kind calculations but continues to profile BC Games in its broadcast. This means that while this corporate partner's support continues to be strong and valuable, Global BC's calculation of value of "in-kind services" has decreased. For these reasons, the Society has decreased its forecast from $150,000 as reported in the 2016/17 to 2018/19 Service Plan and 2015/16 Annual Report to $60,000 and has adjusted performance measures accordingly.

[9] The value-in-kind decrease was due to an agreed upon reduction in Public Service Announcement ads and in value in-kind estimation. See "Discussion."

[10] This target differs from 2015/16 Annual Report as terms will be renegotiated as part of agreement renewal.

Financial Plan

Summary Financial Outlook

($m)	2015/16 Actual	2016/17 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget
Total Revenue ($000)					
Province of BC grant	2,013	2,013	2,013	2,013	2,013
Team BC grant	241	188	374	484	100
Corporate Partner income	60	60	60	60	60
Other revenue	736	555	411	496	300
Total[11]	**3,050**	**2,816**	**2,858**	**3,053**	**2,473**
Total Expenses ($000)					
Grants	645	600	448	552	500
Games operations[12]	1,064	818	957	1,116	592
Salaries and Benefits	779	886	896	896	891
Board expenses	12	11	11	11	11
Administration	276	312	357	288	289
Lease costs	183	189	189	190	190
Net Income	**91**	**0**	**0**	**0**	**0**
Total Liabilities	**284**	**0**	**0**	**0**	**0**
Accumulated Surpluses/Retained Earnings	**1,057**	**1,057**	**1,057**	**1,057**	**1,057**

[11] Both BC Games and Canada Games are cyclical and games locations vary impacting travel costs. Therefore, annual revenue and expenses vary from year to year.
[12] Includes Team BC operations.

Key Forecast Assumptions

During the period covered by this Service Plan, the BC Games Society will fund / plan / implement:

1. Team BC operations for the Winnipeg 2017 Canada Summer Games,
2. Vernon 2017 55+ BC Games,
3. Kamloops 2018 BC Winter Games,
4. Cowichan 2018 BC Summer Games,
5. Cranbrook 2018 55+ BC Games (up until October 31, 2017),
6. Team BC operations for the Red Deer 2019 Canada Winter Games, and
7. 2020 BC Winter Games – location TBD.

Management Perspective on Future Financial Outlook

Risks	Plans for Mitigation
Third parties who have historically contributed through value-in-kind and/or cost reduction are now charging for these services (e.g. school district costs, warehouse space, local bussing). This increases costs to host societies that cannot be accommodated through the Province's host community grant and is challenging local fundraising efforts.	The Society continues to work closely with each Host Community to guide their budget and local fundraising. Event managers continue to work with key volunteers to provide, guidance, tools and expertise in terms of fundraising.
The BC Games Society relies on third-party (provincial sport organizations) selection and training of athletes, coaches and officials. There is a small risk that these activities are not aligned or consistent with what is required for effective delivery of BC Games (as outlined in BC Games policies and procedures).	Through ongoing, consistent dialogue and written agreements with each of the provincial sport organizations (PSOs), the Society works to ensure the policies and practices associated with games participation are carried out by the sport, by BC Games staff, and volunteers.
The Canadian Sport for Life's long-term athlete development (LTAD) continuum sets out BC Games and Team BC competitions as important milestones for athletes. If PSOs do not value the games as opportunities for their athletes, coaches, and officials to develop and participate then the ability to achieve these milestones is impacted.	The Society continually works with PSOs to ensure they maximize opportunities for athletes, coaches, and officials as they relate to games and Team BC readiness and competitions.
In all instances of the BC Games Society's involvement, there is an underlying assumption that municipalities wish to host the games. This faith may be challenged during times of economic downturn, competing demand on resources (e.g. volunteers or other hosting efforts) and/or other priorities.	The Society continues to market the positive economic and social opportunities associated with hosting.

Management Perspective on Future Financial Outlook – Cont'd

Risks	Plans for Mitigation
Performance measures and targets are impacted by the varying levels of skills and experience volunteers bring to the games.	Constant revision of the Society's transfer of knowledge program and related policies provide volunteers with skills and experience; as well, event managers are available to provide additional guidance in areas that need special attention.
Responsibility for the policies and procedures of the 55+ BC Games lies with the BC Seniors Games Society. BC Games Society is responsible for the technical delivery but holds no authority on the Board's policy direction and decisions.	During the 2017/18 fiscal year, the Society will complete its transition away as event managers for the 55+ BC Games. Transition includes transfer of knowledge and information technology being handed over to the BC Seniors Games Society staff and volunteers. Transition will conclude October 31, 2017.
The management fee paid by the BC Seniors Games Society is not commensurate with the level of our obligations. The Society continues to deliver full services with this fee, but experiences a shortfall in service to other areas.	With the transition concluding in fiscal 2017/18, cost reductions associated with the 55+ BC Games delivery will result. Resources will be redeployed to other Society functions and management fee provided by government will revert to the BC Seniors Games Society in 2018/19.

Appendix A:

Hyperlinks to Additional Information

Corporate Governance

For complete information on the BC Games Society's governance structure, Board information, and related documentation, please visit:
http://www.bcgames.org/AboutUs.aspx and click on any of the topics in the drop down box.

This section meets the standards as set by section 3 of the Best Practice Guidelines for Governing Boards of B.C. Public Sector Organizations.

Organizational Overview

For more information on the BC Games Society, please visit:
http://www.bcgames.org/AboutUs.aspx and scroll down the page.